

Company Commanders' Course: Participants' Guide

PURPOSE: Module 2 is designed to impart upon the participants and future Company Commanders an understanding of Authority, and the difference between the types of authorities that military leaders have.

OVERVIEW: This module provides the definitions and parameters or scope of the various types of authority which affect a command. Participants will learn what authority means, the differences between Command Authority, General Military Authority, and Delegated Authority, and how these authorities can assist in the leading, directing and operation of a Company level Command.

COURSE TERMINAL LEARNING OBJECTIVE: To provide an effective, efficient and well-rounded training program to develop Company Commanders and Leaders of tomorrow by answering: What is Leadership? And this course will provide the necessary knowledge and skills to succeed, with a strong focus on Leadership.

MODULE ENABLING LEARNING OBJECTIVES:

Participants will learn what Command Authority is, what it means for a Company Commander and what Delegation of Authority means.

REFERENCE LIST:

FM 22-100, Army Leadership, August 1999

FM 6-22 (FM 22-100), Army Leadership, October 2006

RESOURCE LIST:

Computer

Internet Access

Adobe Acrobat, Powerpoint, and Word

Phase I powerpoint presentations

TIME ALLOCATED:

The suggested time plan for this module is ten (10) minutes. However, adjustments may be necessary based on student knowledge and experience.

10 MINUTES

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- Authority (1 minutes)
- Command Authority (2 minutes)
- General Military Authority (2 minutes)
- Delegated Authority (2 minutes)
- Limitations (2 minutes)
- Module Review (1 minute)
- Questions

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SLIDE 1

US, VA, and Military Law, as well as the Military as a whole, allows for various levels of authority.

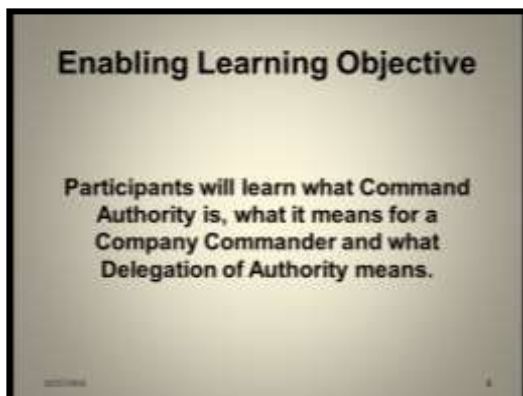
As a current or future Commander, and Leader it is imperative to understand what those authorities are, and how to apply them.

Objective for this module.

Now take a quick look at the Enabling Learning

NEXT

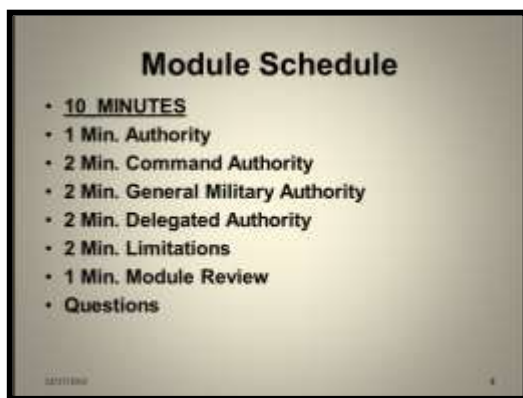
SLIDE 2



ELO: Participants will learn what Command Authority is, what it means for a Company Commander and what Delegation of Authority means.

NEXT

SLIDE 3



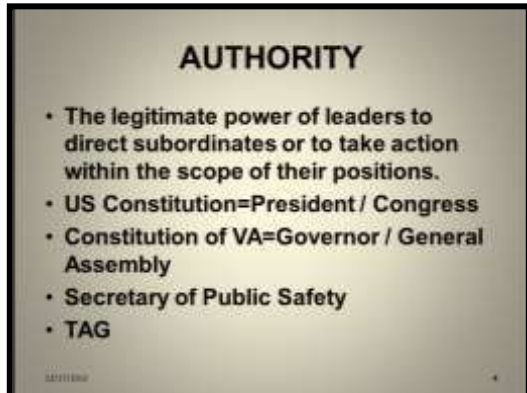
Module Schedule

Again, this Module should only take about ten (10) minutes to complete.

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SLIDE 4



Authority is the legitimate power of leaders to direct subordinates or to take action within the scope of their positions. Military Authority begins with the Constitution, which divides it between Congress and the President (CINC). Of course, for the VDF and all of DMA (during state owned missions: SAD-DSCA), this authority stems from the State Legislature and the Governor.

Congress has the authority to make laws that govern the Army. The President, as Commander in Chief, commands the armed forces, including the Army.

This is where things get interesting for the VA Defense Force. We are the organized Militia for the Commonwealth thus, our orders and authorities originate with the Governor and the Commonwealth Legislature (VA General Assembly). But, the VDF falls under the Department of Military Affairs (DMA) answering directly to The Adjutant General for the Commonwealth who operates primarily under National Guard Bureau (NGB) and Army regulations but, also under Title 44 of the Commonwealth Code. Because of this fact, it behooves those in command to understand Army and NGB regulations, as well as those authorities outlined under Title 44 of the Commonwealth Code. It isn't necessary to know them inside and out but, a cursory understanding will be useful.

Two types of military authority exist: Command and General Military.

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Command Authority:



Command Authority is the Authority that a commander lawfully exercises over subordinates by virtue of rank or assignment. This includes the authority **and responsibility** for **effectively** using available resources to organize, direct, coordinate employ and control military forces so that they accomplish assigned missions. It also includes responsibility for **health, welfare, morale, and discipline** of assigned personnel.

Command authority originates with the President/Governor and may be supplemented by law or regulation. It is the authority that a commander lawfully exercises over subordinates by virtue of

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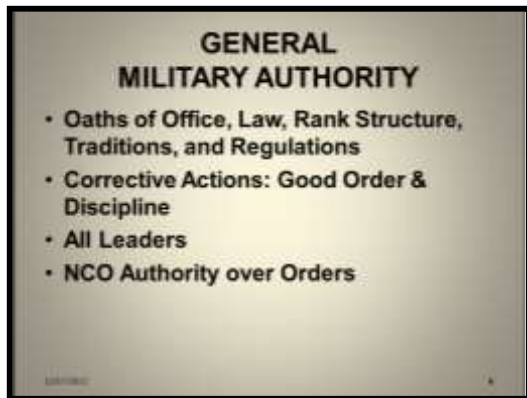
rank or assignment. ONLY commissioned officers and warrant officers may command units and installations.

Military leaders are granted command authority when they fill command-designated positions. Leaders in command-designated positions (such as Company Commander) have the inherent authority to issue orders, carry out the mission unit, and care for military and civilian members within the commander's scope of responsibility.

And an authority that all leaders have...

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Is General Military:

General military authority originates in oaths of office, law, rank structure, traditions, and regulations. This broad based authority also allows leaders to take appropriate corrective actions whenever any member of the military, anywhere, commits an act involving a breach of good order or discipline. This is where VDF leaders must be exceptionally conscious of the fact that the VDF has very little authority over National Guard troops, who are accountable to federal laws

and regulations. It is probably best, in most circumstances, unless life or limb are at risk to address issues with someone of authority within those units, whether Army National Guard (ARNG) or Air National Guard (ANG).

All enlisted, appointed, and commissioned leaders have general military authority. NCO's for example, all use general military authority when they issue orders to direct or control their subordinates. This authority extends to allow leaders the authority over members of other units as well.

This general military authority is what allows the Chain of Command to pass orders down through the NCO Support Chain giving the NCO authority over those orders in conjunction with the commander's intent of such orders.

And, we can't forget about Delegation of Authority.

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SLIDE 7

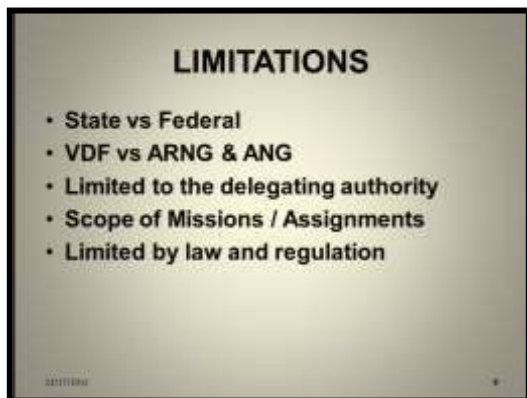
Delegation of Authority:

Just as the Congress and President/Commonwealth General Assembly and Governor cannot participate in every aspect of armed forces operations, most leaders cannot handle every action directly. To meet the organization's goals, officers delegate authority to subordinate officers and NCO's. These leaders, when necessary can in turn, further delegate that authority.

Like any authority, there are limitations to both Command Authority and General Military Authority.

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Limitations:

Unless restricted by law, regulation, or a superior, leaders may delegate any or all of their authority to their subordinate leaders. However, such delegation must fall within the leader's scope of authority.

Leaders cannot delegate authority they do not have and subordinate leaders may not assume authority which their superiors do not have, cannot delegate, or have retained. The task or duty to be performed also limits the authority of the leader to which he/she is

assigned.

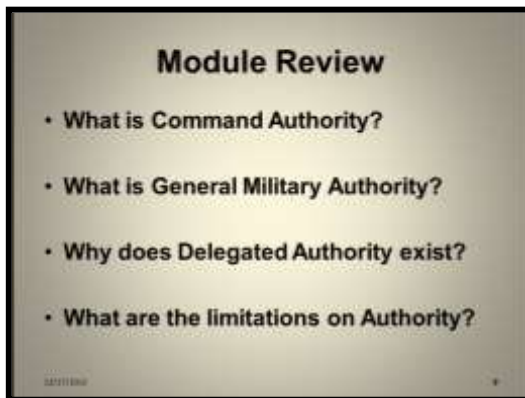
When a leader is assigned a task or duty, the authority necessary to accomplish it accompanies the assignment. When a leader delegates a task or duty to a subordinate, he/she delegates the requisite authority as well. However, **leaders always retain responsibility for the outcome** of any task or duty they assign/delegate! They must answer for any actions or omissions related to them. This means, you must choose the best subordinate for the task or duty before delegating it, and all necessary information necessary to succeed in the task must be imparted upon the subordinate leader.

Now do a quick review of this module.

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Module Review

- What is Command Authority?

the Authority that a commander lawfully exercises over subordinates by virtue of rank or assignment. This includes the authority **and responsibility** for **effectively** using available resources to organize, direct, coordinate employ and control military forces so that they accomplish assigned missions. It also includes responsibility for **health, welfare, morale, and discipline** of assigned personnel.

- What is General Military Authority?

General military authority originates in oaths of office, law, rank structure, traditions, and regulations. This broad based authority that allows leaders to take appropriate corrective actions whenever any member of the military, anywhere, commits an act involving a breach of good order or discipline. Keep in mind, VDF does have have this authority over federal forces!

It is what allows the Chain of Command to pass orders down through the NCO Support Chain giving the NCO authority over those orders in conjunction with the commander's intent of such orders.

- Why does Delegated Authority exist?

Because senior leaders can't oversee all missions, tasks, etc. or take part in all operations.

- What are the limitations on authority?

Leaders cannot delegate the responsibility for outcomes!

Leaders can only delegate the authority that they have.

Delegated authority does not exceed the necessary authority to accomplish a delegated task.

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Should you have any questions about this module, it is suggested that you discuss this information with your chain of command, and members of the various ranks.

If you still have questions or concerns, feel free to send an email to WO1 Kitzmiller at

D.Kitzmiller@msn.com. If he cannot answer a specific question or address a concern, Mr. Kitzmiller will utilize the DIV Staff and will get an answer back to you as soon as possible.

Now you are ready to move on to Module 3.